

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

01 APR 1983

FROM: DC/LSD/OL
3E14
H QS

EXTENSION

NO.

OL 10038-83

DATE

1 April 1983

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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ATTACHMENT

MANAGEMENT OF SPACE ALLOCATION

1. The primary tool used to manage the Agency's space allocation is the Computer Run of Agency Metropolitan Space (CRAMS), which is a listing of all Agency space in the Metropolitan area. This report is distributed to each component periodically to obtain current information on the types and amounts of space and on the number of people and work stations within the space. It is used by senior Agency managers to make decisions about commitment of the Agency's facilities resources. The CRAMS was recently reprogrammed to simplify input procedures and improve the query capability of the system.
2. Space allocation figures for each component are reviewed frequently, but there is no established program to identify and reclaim excess space, primarily because of the large financial and design resources which would be required to reconfigure the component's space. This is done, however, on a case-by-case basis as changing space requirements dictate.
3. Several problems affect the management of space allocation and the response to requests for new space. The primary one is simply a shortage of available space, which is complicated by frequent organizational changes and the failure of components to budget for space requirements when planning new programs. Because of the historically tight space situation and the Agency's current growth, most requests for space cannot be met immediately. Instead, requests for space must be satisfied by reconfiguring existing space, leasing additional space or reallocating space among components based on a Senior Management decision to do so. Although the procedure for updating the CRAMS information is standard, there is a great difference in the reporting style and in the seriousness with which each component treats the report. Many components delegate this responsibility to the most junior person on the staff who has neither the knowledge nor the authority to properly complete it. This lack of consistency produces information that is not as reliable as it should be.
4. Listed below are several steps which may be taken to improve the Agency's management of space allocations.
 - A. Establish Directorate focal points responsible for the management of Directorate facilities and personnel resources. Other responsibilities of the position could include coordinating major reorganizations, requests for new space or alteration of existing space and ensuring that space requirements for new programs are budgeted. Ideally, this position should be filled by a senior officer with a thorough knowledge of the Directorate requirements and the authority to establish Directorate-wide renovation and space request priorities. Such a position could help ensure that limited resources are applied toward solving the most urgent Directorate space problems. Currently the DDO has the only effective system, but even it could be strengthened.

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- B. Through the Directorate focal point, emphasize to all components the importance of a uniform system for reporting space holdings and personnel figures. Reconfirm these standards as needed with each component officer responsible for reporting the information.
- C. Establish a uniform system for forecasting long range space requirements and delegate the authority for collection to a single staff. There are frequent discrepancies between requirements as reported by the components and projected Agency growth as reported by the Comptroller.
- D. Integrate the CRAMS personnel figures with the Office of Personnel and Comptroller personnel figures to ensure accurate counts. Consider linking each Directorate's parking allocation to the CRAMS personnel figures.
- E. Integrate the CRAMS report into the new computer graphics system planned for the Architectural Design Staff and then link each component logistics officer to his or her information in the data base. This will eliminate several steps in the reporting process and produce more timely and accurate space utilization figures.
- F. Investigate establishing space allocation standards and initiate reviews of component space with a goal of reclaiming space from components which exceed the person per square foot standards. This may not be practical, however, because of the Agency's frequent organizational changes and the financial and design resources required to reconfigure large amounts of space.